

CRYSTAL (KRISTY) LOCKHART

(b) (6)

VACANCY IDENTIFICATION NUMBER: 21FASB375TSMP
Supervisory Marketing Program Manager (GS 14)

PROFESSIONAL SUMMARY

Seasoned marketing professional with 15 years of experience in planning, executing, and evaluating complex marketing programs in the public and private sector. Marketing automation expertise (Oracle Eloqua) to design and execute marketing strategies, provide initial and refresher training throughout GSA. Proven leader capable of building partnerships with internal and external customers. Launched Chicago Chapter of Young Government Leaders, which attracted 500+ members in its first year. Graduate of GSA's Executive Leadership Program. Certified Level Two Contracting Officer's Representative.

SELECTED AREAS OF EXPERTISE

- Digital Marketing
- Marketing
- Program Analysis
- Budget Analysis
- Strategic Planning
- Training
- Marketing Automation
- Business Process Engineering
- Budgeting
- Acquisition/Procurement
- Management Advisor
- Leadership
- Negotiation
- Customer Service

"Kristy is a strong strategic thinker capable of converting good ideas into action."

(b) (6)

RELEVANT PROFESSIONAL EXPERIENCE

(Currently performing two collateral assignments in addition to my position of record).

NMCD PROJECT MANAGER FOR GSA ENTERPRISE MARKETING (0301 Grade 13/5)

March 2021 to Present

National Marketing Communications Division

Chicago, Illinois

Salary: *(see Lead Marketing Automation Position below)*

Hours/week: 10.

Supervisor: (b) (6)

National Marketing and Communication Division

May Contact: (b) (6)

Overview: Requested to assist in the marketing of *Federal Acquisition Service Training (FAST) Monthly Training Series*, which consisted of six-monthly training webinars, plus a 3-day virtual training conference *FAST2021: Define, Procure, Deliver!* and GSA FAS Acquisition Planning Packages. The series of events were initiated without a formal project plan. *Performed this collateral duty in addition to marketing automation duties described below.*

Marketing: Developed and executed marketing plans for events using Eloqua marketing automation software to identify and target GSA current and potential customers. Participated in the execution of each event as well as created nurture/follow-up tactics.

Leadership: Advised and coached team members on effective use of Eloqua for digital engagement, conversion metrics and tracking. Identified problematic processes and recommended alternatives, such as targeting “quality” prospective and high value attendees rather than focusing on maximizing overall attendees.

Selected Value-Added Highlights and Accomplishments:

Marketing: Data-driven digital marketing efforts resulted in 58% of total registration and 54% of total attendance for FAST2021 Conference and FAST Monthly Training Series.

“Kristy demonstrated a great awareness and understanding of strategic and tactical account requirements for the vision and for individual business lines and portfolios. She was asked to assist the Central Office CASE Division with their plan and execution of a series of FAST Conference events. Kristy moved the client into strategies and tactics that had a positive impact on attendance at the events.

(b) (6)



FAS LIAISON FOR TOTAL WORKPLACE FIT PROGRAM (collateral duty)

General Service Administration

Salary: (see *Lead Marketing Automation Position Below*)

Supervisor: (b) (6)

GSA Great Lakes Region, Federal Acquisition Service

May Contact: (b) (6)

July 2018 to present
Chicago, Illinois
Hours/week: 5.

Overview: GSA’s Furniture and Information Technology (FIT) Program is a \$80M joint venture of GSA’s Federal Acquisition Service (FAS) and Public Building Service (PBS). The FIT Program provides government customers with an option to lease furniture and IT office equipment from GSA. Assigned by GSA Regional Commissioner to help multiple programmatic and procedural challenges, including multiple billing issues and a GSA-Office of Inspector General Audit.

Contracting: Identified and documented problems with the program, including inadequate documentation of assets and customers who were not making lease payments. Reviewed contracts, negotiated with customers and PBS contracting officers’ representatives and escalated non-payments as needed. Reduced the number of agreements with billing issues by 39% over a three-year period (99 in mid-2018 to 14 in mid-2021) Cost of projects with outstanding balances declined from \$20M+ in 2018 to \$35K in 2021.

Negotiation: On behalf of GSA, engaged with customers who were confused on terms of billing agreement or who had specific needs on behalf of their acquisition. As needed, met with specific agencies and represented the FIT Program on behalf of GSA for negotiations regarding their procurement options.

Oral & Written Communications: Led monthly meetings with GSA’s Office of the Chief Financial Officer and the PBS team to discuss challenges with customers with outstanding billing agreements and identify possible

solutions. Created administrative guidebook for the program. Wrote regular status reports to management. Rewrote the terms of the Supplemental Occupancy Agreement (SOA) with legal review.

Project Management: Served as Program's lead liaison to GSA-OIG during audit of FIT Program. Ensured all requested documents were provided. Facilitated meetings between GSA and OIG staff.

Selected Value-Added Highlights and Accomplishments:

Contract Analysis/Negotiation: Reduced FIT Financial Outstanding Financial Agreements by 39%. Successfully reduced outstanding FIT financial agreements from 31 to 11 (FY18 vs FY21).

Process Enhancement: Created program documentation. Streamlined and documented FIT asset transfer process in collaboration with PBS and FAS and the FAS Personal Property Management Team.

Team Lead: Led team that resolved a \$606K billing dispute with the U.S Agency for Global Media. Over an 18-month period, reviewed procurement documents, interviewed GSA and customer officials and obtained documentation from site visits to verify equipment had been delivered. Identified inadequate documentation and oversight. Successfully recommended improved procedures and additional oversight. Successfully recommended that GSA write off the debt.

Client Management: Tasked by GSA Deputy Commissioner to improve relations with a Federal customer which had complained to GSA leadership about delays in the procurement of \$9.M in IT/AV equipment. Planned and executed conference call between the customer and PBS and FAS deputy commissioners. Subsequently planned and executed a communications plan to provide the client with weekly updates. The resulting acquisition was completed on time, within budget and scope and received special acknowledgement from the FAS Deputy Commissioner.

Project Management: Received Commissioner's Spotlight award for work on the FIT Program.



MARKETING AUTOMATION LEAD PROJECT MANAGER (position of record)

General Services Administration National Marketing Communications Division

Salary: \$115,543 per year, GS 0301-13

Supervisor: (b) (6)

National Marketing and Communication Division

May Contact: (b) (6)

May 2017 to Present

Chicago, Illinois

Hours/week: 30.

Overview: Assigned to team tasked with implementing and using Eloqua software for automated marketing throughout the Federal Acquisition Service. The software, combined with Salesforce and Adobe Connect, allows GSA to track all digital marketing activities and metrics. *Assigned to collateral duties in 2018 & 2021 while maintaining responsibility for this assignment.*

Subject Matter Expert: Use expert-level knowledge of Eloqua and Salesforce to assist FAS employees in using marketing automation software to identify and market to potential customers and track all interactions. Routinely tasked by NMCD/FAS management to troubleshoot problems and participate in the marketing of large events.

Metrics: Played a key role in the initial rollout of lead scoring methodology to define and track potential customer leads. Helped collaborate with management to develop NMCD Metrics tracking 2018 to present.

Customer Service: GSA's internal single-point-of contact for training on using Zoom for Government for Automation with Eloqua. Created an intranet page with videos and how-to guides. Provide live training as requested throughout GSA FAS. Trained the NMCD project managers to assist in rollout.

Training: As subject matter expert on marketing software used by GSA (Eloqua and Salesforce), provides initial and refresher training to coworkers, other NMCD and FAS employees as well as individual coaching. Provides an average of 30+ in-person or virtual training annually. Developed on-demand video training for individuals unable to attend live training. Developed a virtual library of training manuals for use by supervisors and new employees.

Marketing Project Management: Provide automated marketing services for large-scale automated events including the *Mid-Atlantic Annual Acquisition Council's (MAAC)* annual procurement event and the quarterly *Acquisition Training for the Real World* events. Developed online tracking, registration, event website and marketing for the 2018 and 2019 MAAC events. Supported development of online registration form so registrants could be tracked, scored and feedback through multiple marketing automation.

Team Lead: Led cross-functional team that developed the initial Eloqua Scoring Model.

Selected Value-Added Highlights and Accomplishments:

Project Management/Event Planning: Assigned to enhance marketing of 2020 Federal Acquisition Service Training (FAST) conference through use of marketing automation. When the in-person conference was cancelled due to the pandemic, tasked with helping to plan and promote a virtual conference. Used in-depth knowledge of GSA's customer database and marketing tools to promote the conference to customers, industry partners and GSA employees. Achieved record-breaking registration and attendance, reaching capacity in less than two weeks. Conference sessions averaged 800 participants, who received more than 14,000 CLPs. Developed and implemented tools to allow participants to download seminar presentations/handouts during or after the conference, resulting in 7,200+ downloads.

Marketing Program Evaluation: Helped define, develop and create the key tracking metrics/performance measures currently used by NMCD. Metrics are part of a holistic strategy to measure potential value of customers through digital engagement, purchase history and other qualifying criteria.

Performance Measures: Helped create and implement process improvements allowing NMCD to transition to innovative digital and content marketing techniques around specific Key Performance Indicators (KPI's). Planned and implemented a new white paper marketing program with the production team; piloted the cross-functional integration of Salesforce campaigns to better return on investment (ROI); and tested the use of LinkedIn as a communications and marketing tool.

"Kristy can take a grand strategic vision and boil it down into specific tactical steps, which helps everyone understand how to get to the ultimate goal. Kristy has a very positive attitude, sees problems as opportunities, and does not shy away from a challenge, no matter how difficult."

(b) (6)



Marketing Communications Project Manager (GS 0301-13)

General Services Administration National Marketing Communications Division

Salary: \$97,664 per year, GS 0301-13

Supervisor: (b) (6)

National Marketing and Communication Division

Contact Me First: (b) (6)

May 2015 to May 2017

Chicago, Illinois

Hours/week: 40.

Overview: Marketing project manager for two of GSA's largest portfolios. As marketing project management for the Assisted Acquisition Services (AAS), led and developed marketing plans supporting \$9B+ in highly complex, sensitive and mission-critical acquisition for the federal marketplace. As marketing project manager for the Integrated Technology Category (ITC), led and developed marketing plans for ITC products, services and solutions supporting \$23B in federal IT and telecommunications for the federal marketplace.

Marketing: Planned, executed and evaluated marketing campaigns that consistently reached more potential customers than the industry averages. Campaigns consistently exceeded industry averages. Initiated use of LinkedIn as a marketing channel, developing a GSA Linked In page and sending targeted LinkedIn mails. Implemented a new white paper marketing process.

Information Technology Category (ITC) Line of Business

Marketing: Led marketing efforts for more than 5,000 Federal IT and telecommunications contracts supporting \$23B in annual business volume. Led and directed marketing campaigns for six product lines: cloud services; telecommunications, enterprise mobility, desktop and laptop computers; and governmentwide acquisition productions. Planned and managed display advertising campaigns on technology media websites and email campaigns using contract and in-house staff. Results were consistently above industry standards.

Digital Media: Marketing campaigns included webinars, digital ads, paid emails, LinkedIn Sponsored updates, and white papers.

Contracting: Certified Level II Contracting Officer's Representative (COR). Served as COR for two digital media contracts valued at \$250,000.

Selected Value-Added Highlights and Accomplishments:

Analytics: Enhanced use of analytics to track success of marketing campaigns. Developed a cross-functional team comprised of NMCD and contractor's digital analytics and CASE web team to develop a highly collaborative process for data tracking and data sharing within guidelines. Results included 60+ trackable links sharing data.

Process Improvements: Developed a new process to drive traffic to white papers that increased the subscription base for the portfolio. Obtained 2,917 subscribers over a 12-month period in each of six ITC categories.

"I just wanted to reiterate my thanks for all the work you did on the AAS marketing plan. It's obvious you did a lot of research and I really appreciate the fact that I could see elements from our various conversations reflected in the plan."

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Assisted Acquisition Services (AAS) Line of Business

Supported strategic planning, marketing and outreach efforts for GSA's highest revenue business portfolio representing almost \$4B in assisted acquisition spend for the Federal marketplace.

Strategic Planning: Assigned to participate in AAS business development strategic planning as marketing subject matter expert. Name-requested to participate in four-day AAS strategic planning session in Washington, DC in April 2016. Name requested to participate in quarterly AAS Director's meetings and sessions related to strategic planning. Led and facilitated marketing and marketing analysis committee for AAS made up of regional directors. Analyzed assisted acquisition marketplace and identified multiple expansion opportunities.

Selected Value-Added Highlights and Accomplishments:

Team Lead/Business Development: Chosen to co-lead marketing/business team for the AAS Business Expansion Strategy. Facilitated strategic planning sessions among diverse senior management. Recommended marketing plan was accepted by the leadership team and targeted for additional investment in 2017.

Project Management: Researched, developed and executed update and relaunch of the AAS website. Drafted statement of work for contract for created development and refresh of the website. Developed new content, images and infographics. Identified and obtained approvals of content from all internal stakeholders.

Marketing: Developed an AAS marketing plan and executed AAS's first subscription email campaign with paid media.

"Crystal has shown potential to be a future leader of GSA."

(b) (6)



MANAGER, MARKETING AND BRAND

Northwestern Memorial Hospital

Salary: \$93,000 annually

Supervisor: (b) (6)

November 2014- May 2015

Chicago, Illinois

Hours/week 40.

Overview: One of four marketing managers for Northwestern Medicine's flagship hospital – an 885-bed academic medical center. Northwestern Memorial was ranked 10th in the nation by U.S. News & World Report.

Marketing: Developed and executed research-based marketing communications for a diverse line of business lines and health commodities including neurosurgery, orthopedics and psychiatry service lines of business.

Digital Marketing: Developed strategies and content of digital marketing that complemented print and mail advertising.

Management: Supervised and managed one FTE and multiple contractors.

Marketing Research and Program Evaluation/Measurement: Created and implemented tracking for neuro and ortho marketing campaigns, with pay-per-click digital management, dedicated hotline number, web

tracking and volume measurement. Analyzed marketing campaign effectiveness and trend analysis for monthly leadership presentations. Evaluated volume and access for targeting service lines for growth with business development. Planned and executed online focus groups to test ad concepts and key strategy messaging.

Budgeting and Contracting: Planned and managed multiple vendor and freelance contracts for all service lines Budget \$600K. Managed requests for proposals and service agreement contracts for all service lines.



MANAGER, MARKETING AND PUBLIC RELATIONS

May 2008-November 2014

Presence Health

Chicago, Illinois

Salary: \$60,066

Hours/Week: 40.

Supervisor: (b) (6)

Overview: Presence Health, created by the 2011 merger of Provena Health and Resurrection Healthcare, included 12 hospitals, 100 outpatient clinics, four immediate care centers, and behavioral health, nursing homes and long-term acute care facilities.

Management: Supervised and managed two employees and 10+ contractors and \$1.5M annual marketing budget. Managed procurement and implementation for marketing asset management software with design savings totaled \$786,874 and ROI was 207% in the first year.

Marketing Programing: Developed and implemented marketing plan for *Presence Medical Group*, comprised of primary care physicians directly employed by the health system. Created a templated marketing program for physician onboarding which focused resources on the practices needing the most growth. The program was used during the on-boarding of 259 physicians over a 20-month period.

Marketing Automation: Implemented customer relationship management software as a tool to identify and target potential customers. Created a new mover program using CRM that resulted in a 4% increased utilization of services.

Digital Marketing: Developed and implemented strategies and content for digital engagement. Promoted physicians through videos and web content. Created digital web marketing PPC strategy that targeted consumers using prescription, medical visits, and financial data as well as CRM data. Created and produced 75+ patient videos and web content profiling physicians and providers. Created digital media strategy featuring videos of physicians' answers to questions received from patients via Twitter.

Performance Measures: Implemented customer relationship management system and other reporting metrics (call centers, web, volume measurement) to track campaign effectiveness. Planned and conducted market research, including demographic surveys, focus groups, survey and gathering both primary and secondary research for campaign planning. Used public and internal research to identify audiences.

EARLIER CAREER HISTORY

Store Marketing Specialist, Whole Foods Market. Chicago, Illinois. June 2007-May 2008. 40+ hours/week. Salary \$31,517 per year.

Planned and executed event marketing and community outreach programs using digital and print marketing for upscale retail store. Prepared written products, including marketing collateral, newsletters and press releases.

Public Relations/Marketing Coordinator, ChildServ. Chicago, Illinois. 40+ hours/week. January 2005-June 2007 Salary \$42,000 per year.

Planned and executed marketing campaigns for a child and family services organization providing community-based foster care placement services. Wrote and edited web content, direct mail, speeches and donor thank you letters.

EDUCATION

MBA in integrated marketing communications. Roosevelt University, Chicago, Illinois, December 2014. Relevant coursework: Brand Marketing; Marketing Communications Research; Marketing Strategy and Theory; Strategic Management.

BA in Interdisciplinary Studies, Northeastern Illinois University, December 2010.

TRAINING

- GSA/OPM Executive Leadership Development. (160 hours) September 2016-June 2017.
- Certified Level Two Contracting Officer's Representative. 2016-present.

OTHER QUALIFICATIONS

- **Chicago Chapter of Young Government Leaders:** Launched chapter in 2017 and served in various leadership capacities. Co-wrote by-laws, mission statement and position descriptions for board positions. Presented to the Greater Chicago Executive Board. First event attracted 65 participants from 15 agencies. In its first year, the organization attracted 5000 members
- GSA Mentoring Program: Participant, 2015-2017. Mentor 2019-2020

Memberships

- Young Government Leaders, Chicago Chapter
- American Marketing Association, Chicago Chapter
- Public Relations Society of America, Chicago Chapter
- Publicity Club of Chicago

Job-related Honors, Awards, Special Accomplishments

- Selected as one of six Region 5 employees to participate in GSA Executive Leadership Program.
- 2020 Team Spotlight Award from FAS Commissioner for FAST 2020.
- 2020 Spotlight Award from FAS Commissioner for work as FAS FIT Liaison.
- 2016, 2017, 2018, 2019 and 2020 Individual Performance Award Recipient.
- Time Off award for work on AAS marketing committee. 2016.